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24 September 1969

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MEMORANDUM FOR: Mr. Bannerman via Mr.

SUBJECT : Computer Training for Senior Officers

While I agree that the idea of computer training for "senior officers" is a good one, I can't for several reasons agree that the [redacted] proposal is the best approach to our problem. The following are some of my thoughts -- and not necessarily in the order of their importance.

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First, I have put quotes around senior officers because I think any program for computer training of executives ought to envision the senior officer of today as well as the successor generation.

Second, I think we all know the difficulty we have had in the past -- and still have -- in breaking the current crop of senior officers loose for any training over an extended period and the thought of 30-50 additional senior officers being scheduled for a year "away from the office" poses a problem.

Third, to talk about sending a senior officer who has only three years left with the Agency away for one year of training overlooks, I think, a fair return to the Agency of its investment. My own feeling would be that any senior officer being sent away for a full year of computer training should have a minimum of five years to serve with the Agency after he returns from such training.

Fourth, going back to my earlier distinction between senior officers of the present generation and those of the future, I think that any computer training of such officers should be divided into two categories -- or possibly three, if we wish to take in the current short timer (three years or less remaining with the Agency) senior officers. Thus I would think the current "short timer" ought to get a few of the "computer orientation" courses such as those provided by DOD for executives and the Agency-conducted

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orientation courses of some three weeks. The second group of senior officers, those with between five and seven years of service remaining before retirement could get a more extended grounding in computer training in courses that are put on by any number of organizations here in the Washington area or elsewhere (one such organization for example is the Computer Learning Centers of Rockville, Maryland and Falls Church, Virginia who provide introductory courses -- management seminars and courses for data processing professions, to name a few).

Lastly, those officers whom we can identify as the managers of tomorrow should be scheduled for both the Agency orientation in computers and a more extensive program which might well incorporate a year of resident study at one of the universities or other computer specialized training facilities in or outside of Government.

The above are some of the more immediate ideas that come to my mind and I'm sure that as we discuss the problem others will be surfaced which might well lead us to a different approach to the problem. For example, there's one other thought that comes to my mind as well and that is that I believe the "computer training" problem will be markedly different for each Directorate and I would therefore think that as opposed to any idea of getting selection panels, American University, etc., into the act, we would want to treat this activity as a much more Directorate-oriented problem permitting the Deputy Director concerned to schedule the external training of his officers in the manner he deemed appropriate to his requirements.

In the light of these "initial comments", I would hope that we could discuss this matter in more detail before deciding upon the extent or manner in which we might elect to support or modify [redacted] proposal.

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[redacted]
Chief, Support Operations Staff/DDS

Att.

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Memo for Messrs Coffey, [redacted] fm DD/S
dtd 20 September re: Computer/Ops Research Skill
Development Program

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cc: Mr [redacted]

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20 September 1969

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MEMORANDUM FOR: Mr. Coffey

Mr. [redacted]

Mr. [redacted]

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The attached paper was given to me by [redacted]
[redacted] It is a draft and he would be appreciative of any suggestions
or changes to firm up the paper.

I think it is a great idea and may be one step by which we can improve our concept of computer applications and at the same time give us some depth in senior officers to study and consider computer applications. I would appreciate your review, suggestions and comments. We of course have the authority to do this through the external training program and OTR should be cranked into the paper as a focal point for arranging such training.

One approach to the DD/S would be to have one or more senior officers in each Office near the horizon for retirement to receive this training, then to follow and guide the programs of their respective Offices working directly with the younger technical specialists. I can envision several being attached to the DD/S Staff under [redacted] for the overview activities of DD/S Directorate problems. I would like to reply to [redacted] and encourage the presentation of this paper. Please prepare for me an appropriate reply after you have reviewed the attached.

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Att: Computer/Operations Research Skill
Development Program --Draft

[redacted]
R. [signature]

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UNITED STATES GOVERNMENT

Memorandum

TO :

DATE: 9/19

FROM :

SUBJECT:

Bob - This draft roughly outlines the special educational program I mentioned to you yesterday which I feel might help in several areas where we now have rather difficult problems -



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INTERNAL USE ONLY**Computer/Operations Research Skill Development Program**

1. The Agency and the Intelligence Community have experienced considerable difficulty in realizing the benefits which intuitively appear to be potentially available through automatic data processing and other computer applications, and operations research and systems analysis techniques. I feel this situation exists because the more experienced officers who appreciate what is needed and understanding the alternatives which may be used for satisfying the needs are not sufficiently skilled to assess the capabilities (and incapabilities) of computer technology and operations research as solutions of these needs. On the other hand, officers who are competent in computer and operations research techniques are generally young, inexperienced, and junior.

2. Again and again experienced seniors and computer/OR educated juniors have been teamed to study and resolve Agency and Community information handling and processing problems with remarkably little success--COINS, CHIVE, etc. After a period of a year or so these teams dissolve--generally with each set of participants mutually frustrated.

3. I believe the lack of results in these team efforts is due to

the gaps in experience and education of the participants, aggravated further by an inability to communicate in the critical technologies: these gaps cannot be adequately bridged to achieve effective results using this team approach.

4. Although juniors obviously cannot be rapidly "experienced", seniors can quickly acquire a high level of competence in computer/OR techniques. This has been demonstrated, for example, in Navy and Marine Corps programs. Specifically, I believe that the skills of senior officers can be sufficiently extended through approximately one full year of graduate work (such as that provided within the Center for Technology, American University) to make them personally competent to identify and evaluate ADP applications and effectively communicate to the junior officers and thus lead and guide the implementation of the detailed effort required.

5. Because pressing problems which arise from time to time associated with computer and operation research techniques generally occur in different organizational units of the Agency at different times, the broad needs for the development of skills in these areas by senior personnel may not be readily perceived. Consequently, piecemeal attempts to ameliorate the situation and short management familiarization courses, while useful, do not address the basic problem.

6. Unlike most commercial, technical, educational, or other organizations, the Agency cannot satisfactorily solve this fundamental problem through hiring or contracting because the Agency's problems tend to be highly specialized both in their nature and in the environment in which they must be solved. Thus computer/OR competent-Agency experienced personnel must be "home grown" for the present time.

7. A wide spectrum of benefits may be achieved by the Agency by exploiting the experience of these senior officers. In its community role these experienced officers, if competent in the critical techniques, could assume leadership in a variety of community activities in order to assure that this work was properly organized and accomplished. If experienced officers cannot provide the leadership which is required, the potential for a succession of unsatisfactory results must be accepted, and considerable delay will be incurred before the benefits which are potentially available may be enjoyed. It is especially important that an internal capability be developed to deal effectively in all activity areas--finance, logistics, communications, intelligence analysis, etc. --with advisory groups such as the recent Knox Panel which may be expected to increase in number in the future. Fundamentally, the Agency will maintain leadership in this vital area through its

capability, not from its position in the community.

8. Within the Agency the variety of improvements which may be anticipated are numerous and only a few need to be enumerated for illustration. The greatest gain may result from increased effectiveness in the implementation of computer/OR techniques because the programs will reflect experienced officers' leadership. These programs will be more efficient because they will have been better defined. A major increase in efficiency may also be anticipated because of the improved ability to communicate throughout the Agency in these areas. For example, contract, finance, legal and other officers have fundamental interest in data associated with external contracts, and the ability of the officers with these concerns to state their information system requirements will be greatly enhanced. Benefits in other areas such as in file organization and structure which are critical to information retrieval can be anticipated -- again due to the increased skill and understanding with which senior officers can define the needs in terms which are comprehensible to the computer programmers.

9. Personal benefits are not restricted to those who participate in such a program as senior officers. The very existence of this activity will encourage junior officers to remain with the Agency if they perceive a progressive rather than stultifying attitude towards

modern techniques. Further, and perhaps more importantly, the communications between the junior and senior officers will be improved. Although it is difficult to estimate with precision, it is clear that junior officers experienced in computer technology and operations research have been leaving the Agency due in part to a feeling that effective applications of their skills cannot be made and will not be appreciated through the senior officers with whom they deal.

10. For senior officers the new skills which they acquire will provide an opportunity for them to make an especially significant contribution to the Agency in their pre-retirement period by fully utilizing the experience they have acquired through the years. Extraordinary productivity may result in these last few career years because the conditions and circumstances will tend to reduce the parochialism which often complicates many problems. Undoubtedly the participating senior officers will be highly motivated because of the outstanding opportunity presented to the participants to equip themselves for a post-Agency career.

11. To be successful, several factors seem to be of particular importance to the proposed program. First of all, there must be enough participants throughout the Agency to have an immediate and widespread effect--perhaps 30 - 50 officers. These officers should

have 3 - 5 years remaining (but no more than 3 - 5 years) before retirement. This follows in part from the proposition that it is the senior officers whose needs are greatest in these skill areas. Incidentally, the Army Electronics Command recently had a program to provide training of the type discussed here to their junior officers. The results were not particularly gratifying since many of those who received the training promptly left the Army to obtain better jobs. In some cases it was advantageous for the officer to refund the cost of the training to the Army. On the other hand, the Navy has had a program designed for senior officers (Commanders and above, I believe, plus civilian equivalents) and the attrition has been negligible so that the skill improvement has been retained within the organization.

12. Selection for this training program by a special board including not only representatives from the Office of Personnel, OTR but also representatives from the American University and the Agency Evaluation Staff is recommended. The officers should attend the regular on-campus courses in order to broaden their perspective as much as possible.